

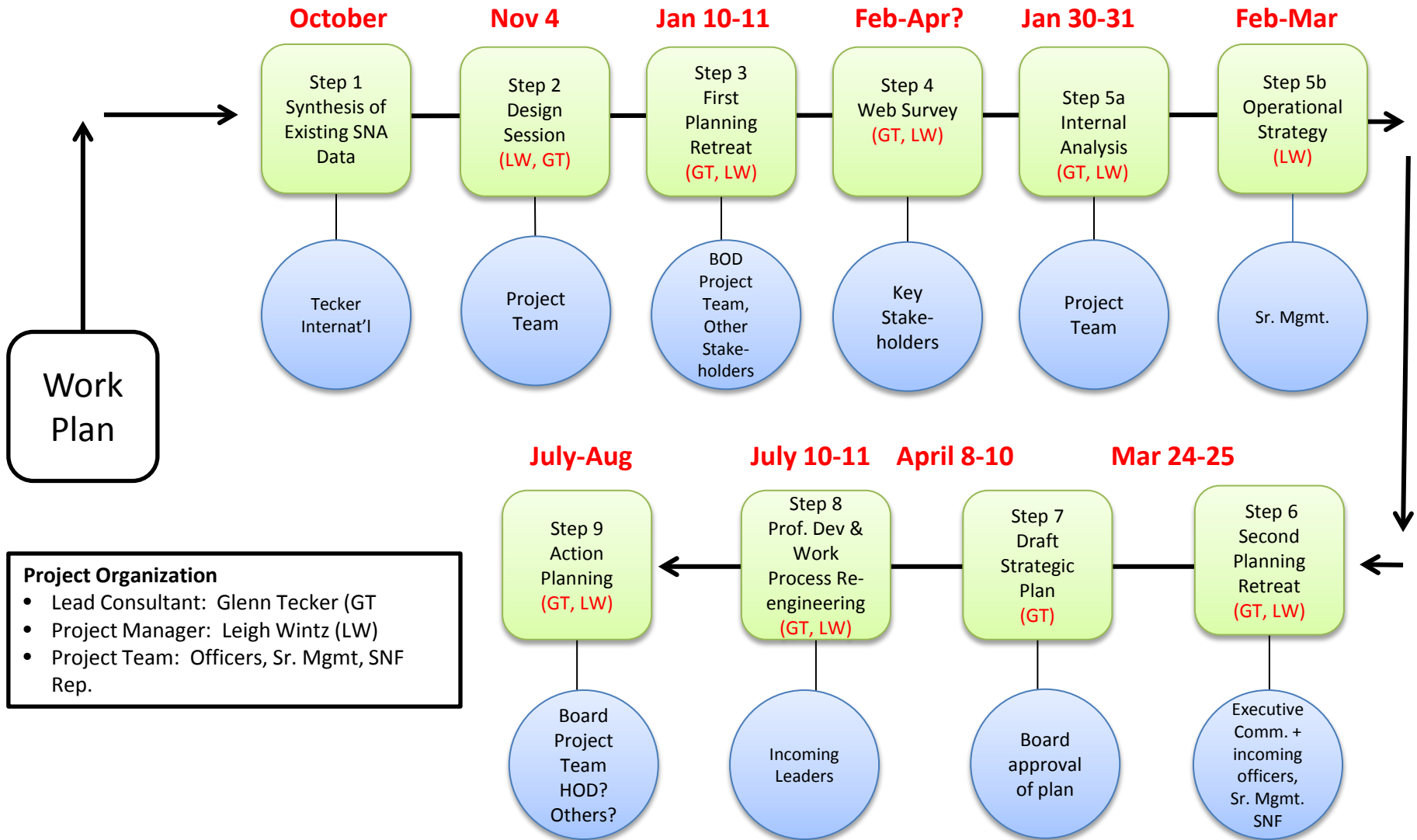


SNA

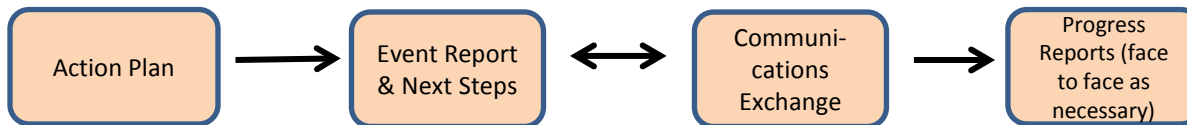
Strategic Plan



SNA Strategic Realignment Project



Communications Strategy



Core Purpose

Well-nourished students prepared for
success

Core Values

1. Collaboration, Relationship Building and Teamwork
2. Caring Commitment and Service
3. Lifelong Wellness and Healthy Lifestyles
4. Passion for Lifelong Learning and Professional Development
5. Integrity and Ethics

Vision

Be the authority and resource for
school nutrition programs

Mission

SNA is the national organization of school nutrition professionals committed to advancing the quality of school meal programs through education and advocacy.

Goals

- Describe the outcomes the organization will achieve for its stakeholders:
 - Members
 - Association
 - Students we serve
- Five year time frame reviewed every year by the Board

Goals

Education and Professional Development

Advocacy and Public Image

Community

Infrastructure

Objectives

- Describe what we want to have happen with an issue; what would constitute success in observable or measurable terms?

Increase

Expand

Decrease

Consolidate

Enhance

Strategies

- Describe how the association will commit its resources to accomplishing the goal.
- Brings focus to the allocation of resources.
- Indicates an activity:

Refine

Redesign

Create

Identify

Develop

Revise

Implement

Establish

Setting Priorities

- Critical: Begin immediately
- High: Work should begin next Fiscal Year – FY 2014/15
- Medium: Work should begin in the following Fiscal Year – FY 2015/16
- Low: Work can wait until subsequent Fiscal Year

Education & Professional Development

Goal

School nutrition professionals will have the necessary knowledge, skills and expertise to administer, manage and deliver healthy school meal programs.

Education & Professional Development

Objectives

1. Increase SNA expertise and capacity in professional development programs for adult learners.
2. Increase availability of training/educational opportunities related to business of operating school nutrition programs.
3. Increase the availability of resources and opportunities to enable members to meet the new Federal professional standards.
4. Increase the value of SNA membership for school nutrition directors and their staff through education and professional development.
5. Increase funding for education and professional development programs.

Education & Professional Development

Strategies

- Review and evaluate how education and training programs are currently delivered
- Understand and incorporate the principles of adult learning in all SNA training programs
- Promote and develop training around usage of SNA Keys to Excellence Program, an online business planning tool for school nutrition directors to benchmark their programs, prepare for the 3-year administrative review and learn best practices

Education & Professional Development

Strategies

- Communicate the alignment of the Key Areas in Keys to Excellence with the SNS credentialing exam
- Identify implications and next steps for SNA's Certificate Program in light of professional standards
- Survey members to identify priorities and preferred delivery methods for obtaining training and professional development

Education & Professional Development

Strategies

- Study advantages and disadvantages of outsourcing content development
- Evaluate SNA staffing needs to create and deliver content
- Identify funding sources to support education initiatives

Education & Professional Development

Strategies

- Develop business plan for implementing professional development and education programs
- Explore partnerships for program content development
- Develop study guide and preparation course for SNS credentialing exam

Education & Professional Development

Strategies

- Provide more scholarships and other ways to reduce the costs of participation in SNA education programs
- Work with SNF to increase scholarship funding to support members working towards a degree
- Create a program of study in content areas where education for school nutrition professionals (major city directors, state agencies, district directors and their staff) is needed, but not currently offered

Advocacy & Public Image

Goal

Policy makers, school officials and parents will rely on SNA as the authority for designing and funding school meal programs.

Advocacy & Public Image

Objectives

1. Increase the recognition of school nutrition programs as integral in the education process.
2. Increase policy makers' understanding of the business of operating school nutrition programs.
3. Increase allocation of financial and staff resources toward advocacy (lobbying and public relations).
4. Increase the number of SNA members trained in advocacy.
5. Increase SNA's leadership role in the next Child Nutrition Reauthorization.

Advocacy & Public Image

Strategies

- Implement and periodically review elements of the 3-year legislative plan to support Child Nutrition Reauthorization
- Identify staffing needs and internal competencies for specific advocacy priorities
- Identify additional sources of funding for advocacy

Advocacy & Public Image

Strategies

- Develop policies and procedures to enable SNA to respond quickly to time sensitive issues and opportunities
- Identify partners to work with on research topics related to advocacy

Advocacy & Public Image

Strategies

- Develop a plan to incorporate state agencies in the Child Nutrition Reauthorization effort
- Develop presentation tools and materials that focus on the business of operating school meal programs
- Develop a public relations plan specific to the area of image of school nutrition programs

Advocacy & Public Image

Strategies

- Develop and deliver a training program to increase grassroots advocacy efforts
- Develop a campaign to create excitement about importance of advocacy as a member benefit
- Support state affiliates in state advocacy efforts

Advocacy & Public Image

Strategies

- Identify and use state members to enhance visibility at allied organization meetings in their states
- Develop a plan to increase PAC fundraising

Community

Goal

School nutrition programs nationwide will be strengthened through collaboration with members, state affiliates, industry and allied partners.

Community

Objectives

1. Increase School District Owned Memberships and increase membership retention.
2. Increase engagement in each membership segment.
3. Remove barriers to participation in SNA activities by anyone interested in school nutrition.
4. Enhance the SNA and state affiliate partnership to align efforts to achieve SNA strategic goals.
5. Increase strategic collaboration with industry and allied partners.

Community

Strategies

- Utilize directors as the gateway to deliver SNA member benefits for themselves, their school nutrition programs and their staff
- Survey major city directors to identify ways to increase their engagement in the association
- Develop marketing plan to target member and non-member district directors to grow School District Owned Membership

Community

Strategies

- Clarify the leadership path within SNA to increase national leadership pool
- Develop sponsorship packages to increase revenue and return on investment for industry sponsors
- Review bylaws to assess relevance of member segments in today's environment
- Evaluate and prioritize the value of membership for each member segment

Community

Strategies

- Create a state affiliation agreement outlining how SNA and state affiliates will support each other
- Identify and eliminate barriers to participation in SNA
- Study and resolve issues around state only membership

Community

Strategies

- Build participation in a future leaders program for state affiliates
- Target allied partners that are aligned with SNA programs/priorities
- Identify and offer leadership skills training and opportunities through state affiliates

Infrastructure

Goal

SNA will have a financially sustainable funding model with a nimble governance structure and headquarters staff organization that is aligned with the strategic plan and reflects contemporary association business practices.

Infrastructure

Objectives

1. Increase the effectiveness and efficiency of decision-making and work systems
2. Increase the synergy of SNA and SNF
3. Increase the recruitment and development of future SNA leaders
4. Increase funding and resources to high priorities of the strategic plan

Infrastructure

Strategies

- Redesign staff structure to support new strategic plan
- Work with the SNA Board of Directors to maximize the relationship between SNA and SNF to better align the work of both organizations with the SNA strategic plan
- Evaluate and determine the use of committees and task forces

Infrastructure

Strategies

- Refine the role of the House of Delegates in order to focus on the issues of school nutrition programs
- Reconfigure the SNA Board
- Evaluate criteria for executive leadership roles

Infrastructure

Strategies

- Reduce time commitment of volunteers to maximize interest in SNA national leadership opportunities
- Review all SNA/SNF Board policies
- Identify and prioritize funding opportunities for SNA

Infrastructure

Strategies

- Define business plan process to develop and evaluate proposals for new initiatives
- Develop an annual process for evaluation of programs
- Evaluate and propose a process for identifying, recruiting and developing SNA leaders

Infrastructure

Strategies

- Ensure continuity of SNA representation (single voice/spokesperson)
- Review composition and role of nominating committee
- Redesign orientation for board and committees

THANK YOU!

